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ARREST TO THE

# **HeadsUp**



DATA CENTERS

# **Rural N.C. Becomes Popular IT Location**

HE WESTERN half of North Carolina has become a magnet for giant data centers.

Apple's new \$1 billion data center looms large in a satellite view of Maiden, N.C. The roof and sides of the 500,000-square-foot building are painted

white to reflect the sun's heat.
Google has already built a \$600 million
data center in Lenoit, N.C., less than an hour's
drive northwest of Maiden. And Facebook is
building a \$450 million, 300,000 square-foot
data center in Forest City, N.C., just over an
hour away to the southwest.

The area is an appealing location for data centers because it has relatively low-cost land as well as reliable and somewhat inexpensive electric power.

Tax breaks help as well. Apple received

a 50% reduction in real estate taxes for 10 years and an 85% cut in personal prevatases. The conomic development effort also included fast turnaround on permits and an on-site building inspector to help speed construction, said Scott Millar, president of North Carolina's Catawba County Economic Development Corp.

Apple's data center is creating about 50 direct jobs and 250 indirect jobs, such as positions for contractors application who will work at the site. The construction which power created 2,500 to 3,000 jobs.

35 EMC'S

But Told Herms, town manager of Maiden (population 3,409), said he isn't expecting Apple to change the fundamental nature of the town, a Mayberry-type place where everybody knows one another.

- Patrick Thibodeau

# FINANCIAL SERVICES NYSE Launches Cloud Service For Wall Street

NYSE Euronext's technology division this month announced what it called the first cloud service for the financial services industry.

NYSE Technologies said its Capital Markets Community Platform is designed to "increase business agifity, simplify market access and reductrading friction by using rapid, ondemand computing resources."

NYSE Euronext said that its 1,200 broker-dealer clients can purchase the computing power they need at a given time so they can focus on their core business operations rather than on the design and maintenance of complex IT infrastructures.

The cloud service is undergoing beta testing and will go live July 1. NYSE Technologies CEO Stanley Young said the service already has several customers, including Millennium Management, Pico Quantitative Trading and others he could not name publicly.

The platform, which resides in a new 100,000-square-foot data center, was built using VMware's

vSphere cloud infrastructure management software, vShield security

application, and vCloud Director, which pools virtual services, as well as EMC'S VRX unified storage arrays. Young called the offering a "community doud" for capital markets and said it shouldn't be considered a public cloud like those offered by

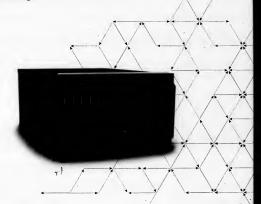
Google and Amazon.com.

- LUCAS MEARIAN

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#### HEADS UP

#### BETWEEN THE LINES By John Klossner

Dy John Kiossine



#### SECURITY MONITOR

# **Advanced Security Tools Coming Soon**

w 18-MONTH-OLD cybersecurity research consortium organized by Northrop Grumman is making progress on several fronts and expects to have technologies ready to deploy in about a year, officials said at a briefing earlier this month.

The Northrop Grumman Cybersecurity
Research Consortium has focused on improving mobile and cloud security and on reducing
the cost of recovery front cyberattacks, said
Robert Brammer, vice president of advanced
technology and CTO at Northrop Grumman
Information Systems.

Chool security is a high priority for the consortium, which also includes MIT, Carnegie Mellon University and Purdue University. Brammer said. For example, researchers are studying how to see low-cost processors to perform specialized encryption tasks in a cloud environment, and the use of digital watermarking technologies to establish the integrity of data.

Another project involves optimizing the configuration and location of security sensors on computer networks. The goal is to place sensors in a network "so you don't slow it down, you don't generate to on many false alarms, and you don't have to spend too much on sensors," said Eugene Spatford, a computer science professor at Purdue.

MIT is spearheading a project focused on automatically returning a computer to a clean state after a malware attack, said Ronald Rivest, an MIT computer science professor.

"Many machines are compromised daily," he said. "Cleaning up after these inevitable compromises leads to days of wasted effort by either the end users or by systems administrators."

In some cases, Northrop Grumman will use the consortium's research in its customers' networks. The universities are also free to seek other ways to commercialize research that they've conducted in house. Spafford said.

- Grant Gross, IDG News Service

# Micro Burst

51%

use social media sites li Twitter and Facebook if for business purposes

### Fast Checkout Boosts Sales At Mobile Site

Crutchfield, an electronics retailer, has found that the easier a smartphone payment technology is for buyers to use, the greater the num-

ber of sales.

The company implemented a howclied mobile payment system from online payment provider Payfel alias. When the Europess Devolut, eliminates the since so and be payment source for a parchase, which are samely securely source with payful. Crutifyfald has seen 334% incrase in connecting hoppers to buyers on its mobile website since implementing Mobile Europes, said Todd Calable, senior manager of commerce as Cutoffield.

Mobile sales are a small part of Crutchfield's online business but are "growing extremely quickly," Cabell noted. He added that 65% of the PayPal Mobile Express Checkout yeers had never made a purchase from Crutchfield before.

Stephen Strauss, senior manager of payral Mobile Solutions, said it took about two weeks to integrate Mobile Express at Crutchfeld. Hundreds of companies use the tool globally, he noted, including targe U.S. retailers such as Sears, Buy.com and 1-B00-Flowers.com.

- MATT HAMRIEN

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NEWS ANALYSIS

# Microsoft Gambles With Windows 8

Analysts say the consumer focus of the next version of the operating system could turn off enterprise users. By Gregg Keizer

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MALYSTS PARSIME Microsoft's recent revelations about the next generation of Windows are split on the risks posed by focusing the update on touch technology and the needs of the consumer market.

"They're betting the farm on this one," said Wes

Miller, an analyst at Directions on Microsoft who was part of the vendor's Windows team from 2000 to 2004.

Miller said that Microsoft must avoid alienating the enterprise customers that drive Windows revenue. "Microsoft's problem

is, how do they keep the existing customer base with Windows while addressing touch?" Miller said.

Microsoft showed off parts of the new operating system, codenamed Windows 8, earlier this month at the All Things Digital technology conference in Rancho Palos Verdes, Calif., and at the Computex trade show in Taiwan.

Windows 8 is described by Microsoft executives as a "reimagining" of its decades old cash-row operating system. It responds to both touch and keyboard-andmouse navigation and can run a wide range of devices, from small tablets to large desktop systems.

Gartner analyst Michael Silver said that while Microsoft had to create a "next spectration lighter-weight OS" like Windows 8, it's likely that enterprises will initially skip the new release, just as most did with Windows Vista. Microsoft itself endonsed that tactic by recommending that businesses now deploying Windows 7 stick with their plans. Windows 8 is expected to be released sometime.

next year.

Windows 8 will
run all traditional
32- or 64-bit software
that now runs on
Windows 7, though
Microsoft said it
will push developers to craft apps for
it that use HTMLe

Microsoft said it will push developers to craft apps for it that use HTML5, JavaScript and other Web-standard technologies. Such a plan would lead to the development of

applications that in a way ape Google's online apps.

At Computer, Microsoft showed a Windows 8 prototype interface that's significantly different from the
desktop interface that has generated huge profits for
the company for decades.

the company for orecast.

The new Windows 8 start screen includes several large, colored application icons that look similar to those on Microsoft's Windows Phone y mobile operating system. Tapping an icon with a finger launches an application and allows it to take up the entire screen, which the usual Windows menus, system tray and scroll bars amound the edee.

The application tiles in Windows 8 automatically display new information from the Web, such as Twitter posts, email messages and news items gathered from RSS readers, said Michael Angiulo, corporate vice president of Windows planning, hardware and ecosystem.

Many analysts are reserving their judgment on the new software, given that they still have multiple unanswered questions. "Until they can tell us how legacy apps will run on Windows 8

on ARM, I'll have to be bearish on their chances," said IDC analyst Al Gillen, referring to the ARM processors that run many mobile devices. "So far, we don't have any idea, and it's not because we haven't asked."

"I'm more positive about this release now than I was before, but lots of questions remain," said Miller. The toughest challenge for Microsoft, he added, is simply to clearly explain its Windows 8 strategy. • James Miccolal of the IDC News Service and Matt Hamblen contributed to this story.

6 COMPUTERWORLD JUNE 20, 2011



# VIEWPOINT



# Jeffrey W. Hickling

Hickling is a veteran technology management executive. He is responsible for Ricoh's direct sales and service organizations in the U.S., including Ricoh Business Solu-

tions, IKON Office Solutions, a Ricoh company, and its dealer network. Previously, Hickling led IKON's sales, customer care and supply chain functions. He brings nearly three decades of experience in management, operations, marketing, finance and Six Sigma roles, mostly with General Electric. He has held leadership positions in a number of GE business units. including GE Supply, where he was responsible for all purchasing, logistics and informa tion technology initiatives.

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# **Manage Your Document Costs**

Taking a comprehensive view of document management costs can help CIOs optimize expenses and processes

How can ClOs and IT decision-makers leverage Managed Document Services to cut costs, increase employee productivity, and optimize existing processes?

Our approach starts with a thorough workflow assessment. We look at the workflow for all business operations. We identify the input, throughput and output coming through that operation and determine what is critical to retain, what is critical to print, and how to optimize the processes. And we look at user printing behavior to identify bottlenecks and

areas for improvement.

Then we consider the number of devices.

Do they have too many printers, too many scanners or too many faxes? How many

sure we're delivering a solution that's scalable and sustainable for our customers over time.

What are some of the first steps you take with a potential customer looking to bring Managed Document Services into their organization?

The first thing we do is sit down with the customer for a rigorous process examination. We look at existing processes and focus on the change-management front. We urge the customer to take open view of the breadth of costs they're incurring around document management. There are so many other components that can get pulled into a cost assessment. Setting the customer to understand

Capturing, securing, and sharing that information formulates the basis for effective decision-making, and helps drive organizational agility.

devices do they actually need? We help them optimize the cost, while continuing to fulfill their needs with the devices they have and the number of prints they need to generate.

in the State of the CIO survey, CIOs identified "Driving Business Innovation" as a key strategic goal for the next three to five years. What role will document management play in those efforts?

As we think about driving bustness innovation with Managed Document Services, we focus on how to improve the flow of information throughout the organization. Capturing, securing, and sharing that information formulates the basis for effective decisionmaking, and help of view organizational agility. The customer needs access to the most meaningful data from each worlds are meaningful data from each worlds.

The focus of our approach to Managed Document Services to nilmproving the elficiency of any business operation. We work with the customer on issues such as reducing the number of items primed, archiving the information critical to their business operations, and creating more efficient workflow processes. We want to ensure easy access to that information in the future. And also make the breadth of the costs they're incurring is often part of the challenge.

Of the CIOs surveyed, 42 percent indicate they want to spend more time on "leading change efforts" in their organizations over the next three to five years. How do you see that affecting the delivery of Managed Document Services?

As we developed the value proposition for Managed Document Services, change management emerged as one of cornerstones. As you understand what is required to implement a Managed Document Services solution, you realize that without the change management component, you will not be effective. Prior to the recession, there was a wave of new technology purchases and implementations, Today, CIOs are looking to reap the promised benefits of that technology. Change efforts must focus on employee behaviors-the promise of new technology or new business processes cannot be realized if the employees don't adopt them. There is a specific process we use to drive change, and we have invested a lot in developing our capability for managing change with our customers.



# HP, Microsoft Team Up Against Oracle

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As its feud with Oracle continues, HP pushes Microsoft SQL Server-enabled offerings at its user conference, By Patrick Thibodeau

EWLETT-PACKARD SAYS that more Oracle databases and applications run on its computers than on any other vendor's machines.

Nonetheless, IT executives attending HP's Discover 2011 user conference in Las Vegas earlier

Nonetheless, IT executives attending HPs Discover 2011 user conference in Las Vegus earlier this month dish find Oracle exhibiting on the show floor. And although the company's name appeared on the show program, it was for a session titled "Oracle Database Migrations to Microsoft SOL Server With HP Services."

Microsoft, meanwhile, was a major presence as HP showed off products optimized for Microsoft's SQL Server database, including the HP Business Data Warebouse Appliance and the HP Database Consolidation Solution for Microsoft SQL, which consolidates transactional databases. The SQL Server-enabled offerings were developed as part of a \$250 million HP-Microsoft product integration effort announced last year.

The Microsoft-oriented conference took place less than a year after Oracle hirrd former HP CEO Mark Hurd, which prompted HP to file a lawsuit against the database vendor. Hurd joined Oracle shortly after be was oussed from HP — a forced resignation that Oracle CEO Larry Ellison blamed on "cowardly copporate pollitical correctness."

on "cowardly corporate political correctness."
And in March, Oracle announced that it would stop supporting its products on Intel Itanium-based systems. HP, which sells the majority of Itanium-based servers, this month hinted that it may file a lawsuit unless Oracle reverses the decision.

Citing HP's clear moves to encourage users of its hardware to migrate from Oracle to Microoft software, some IT executives at companies running Oracle software on HP systems remain skeptical of official assurances that they have nothing to worry about.

"They are speaking out of both sides of their mouths," said Allen Allison, chief security officer at NaviSite, a colocation and managed hosting provider with 12 data centers worldwide.

NaviSite runs Oracle software on HP x86 Itanium-based systems. "I think they realize that at the end of the day, as much as [HP] loves being partnered with Microsoft, they do have a significant installed base with Oracle," Allison said at the conference.

John Belliveau, a senior systems engineer at a financial services firm he asked not be identified, said he hopes to look at the HP-Microsoft data warebouse offering, particularly because of its attractive licensing plan.

But he added that it would be tough for his firm to stop using Oracle software on its HP hardware. "It's one thing to announce at a conference that

you are taking [Oracle] on, but it's another thing to prove that you really belong in the same ring," Belliveau said. Charles King, an analyst at Pund-IT, said he hopes that HP's

Oracle customers needn't worry about abandonment. The real question to consider is how far and how deeply this schism between [Oracle and HP] goes, 'King aaid.' 'As an undying optimist, I hope Oracle and HP work things out, but if that proves impossible, users have numerous other options," such

as replacing their hardware and/or shifting to new software.
"Migrating to an entirely new hardware and software stack is far less onerous today than it ever was in the past, "King said.
"HP and Oracle would be wise to keep that in mind." 

\*Chris Kanaracus and Mancy Sohring of the IDG News Service contributed to his story.

As an undying optimist, those that he and HP and the second has pure





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### Teri Takai

The Defense Department's CIO is on the front line of U.S. cybersecurity efforts.

What's the most interesting thing people don't know about you? Most people think that I am originally from California, given my previous role as CIO there. I am actually from Michigan, because my parents were relocated during World War II and settled in a small town where we were one of two Asian-American families. This drove an interesting dynamic in my overall work ethic and approach.

What's your favorite technology? Those that don't require much learning curve. I don't have much patience for complex technologies that are not intuitive.

Are you ever completely lugged? No. I use my BlackBerry as my alarm clock.



HE U.S. DEPARTMENT OF DEFENSE had some big news on the IT front last fall. First, Secretary of Defense Robert Gates appointed Teri Takai as the department's CIO. Then he announced that Cyber Cammand, an organization he conceived af in 2009 ta protect approximately 15,000 military computer networks, was fully operational. Takai isn't new to overseeing such monumental projects. She served as Calij nia's CIO from 2007 to 2010, and as Michigan's CIO from 2003 to 2007. Prior to that, Takai worked at Ford for 30 years. She recently talked about her laser focus on security.

What's your relationship with Cyber Command? It's somewhat of a civilian-to-military relationship. I'm a presidential appointee, and I work for the Office of the Secretary of Defense. I have oversight of the policy related to the way we deploy our cybersecurity tools, and I have oversight over the broader-ranging policies for our entire information technology spend and how we deploy information technology. Another area I think is really important is the relationship between the Office of the Secretary of Defense, my office and CyberCom. There are instances where we can take action but that action has an implication on the policy of the Defense Department. For example, after the tsunami in Japan, Continued on page 12 Js

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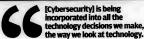






PRINT





Continued from page 10 we experienced very high volumes of traffic where individuals inside the Pentagon were utilizing YouTube and video-sourcing sites to get information. And that was happening simultaneously where we had actual cable outages [as a result of the earthquake], so we had to shut down the ability of folks within DOD to utilize those sources because we didn't have the bandwidth.

When did cybersecurity become a major focus of national defense? Was there a tipping point? No, I don't think it's something you can say, "Wow this was the time we recognized it was important." I think DOD has always recognized the importance of information, whether it be intelligence information or information on the ground. But as we started to deploy more of that information and became more dependent on our network, you also had the growth of the cyberattack threat - first it was independent hackers, and now very organized attacks are coming from organized groups or foreign countries. So I don't know if it was a single event or more of a reflection of the things we feel we need to do to protect ourselves, our war fighters, and recognition of how the world is changing in terms of the threats coming at us.

What are the main threats to defense networks? No. 1: We are seeing a continual escalation of attacks on our networks and attacks seeking to gain information from our networks. We have targeted attacks through a variety of means. The list is never-ending. They're trying to get to our networks and have access to information. Second: the use of social networks. We have to be concerned about the information that's being posted. For the third area, we have to be concerned about how we're using many of these tools in terms of what you see as a private citizen, like our email being exploited.

Deputy Defense Secretary William Lynn said, "The cyberthreat is still maturing. I don't think we're at the final stage of what that threat may look like." Is there something specific evolving? As a department, we are very concerned about the proliferation of cyberweapons. These are tools and weapons that are different than conventional physical weapons, where you have to have a certain size or have a certain amount of money to deploy those weapons. These weapons can be deployed by a small group of very knowledgeable people. We're now seeing those kinds of weapons in the hands of individuals who might not have had them before. The cyberthreat is maturing, and we have to be thinking ahead.

Lynn also called for the U.S. and NATO to adopt protections against cyberthreats, saying, "We need to be able to protect our own military networks, and we're frankly not there yet." What are the challenges in getting to where you need to be? If I just speak from the standpoint of DOD, our technology first of all is very diverse. We are obviously responsive and need to provide that IT infrastructure globally and often in places that don't have mature infrastructure, so it's the size and scope of our operation that really make it a challenge to get out and secure everything the way we'd like it to be. The second piece of it is to recognize that when we are in a conflict situation [and] operating as a coalition partner, it's not just us going in, and we need to be able to collaborate and share information with everyone in that conflict with us.

But is there ever really a "there" to get to? Our view is very definitely not. That's one of the reasons why I don't care for the term "cyberwar." One of the reasons I don't think the terminology is accurate is it implies that there's an event. This is going to be something we're going to always need to do. This is being incorporated into all the technology decisions we make, the way we look at technology - and not just our traditional IT [and] our networks, but also in terms of the communications we put into weapons, ships, planes, satellites. It's not about a "there," but how the threat is going to be evolving and how we stay one step ahead, and how cybersecurity is going to be such a part of everything we do.

> - Interview by Computerworld contributing writer Mary K. Pratt (marykpratt@verizon.net)

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# **USAA**

The money and benefits are extraordinary, but what IT employees seem to love most are the company's traditions of innovation and service. By Julia King

UST HOW GREAT IS IT TO WORK AT USAA, Computerworld's No. 1 Best Place to Work in IT

for the second year in a row?
"Well, I don't want to make it sound like it's
all candy and rainbows, but it really is pretty
nice," says Brett Lewis, a lead technical architect
and 23-year veteran of the San Antonio-based
financial services company.

First he ticks off a long list of generous benefits, which include an annual holiday bonus equal to two weeks' base pay, health insurance subsidized at the rate of 875%, access to any of three state-of-the-art fitness centers on campus at minimal cost, 24 days of vacation after a year on the job, and a tuiton reimbursement benefit of \$10,000 annually. "What keeps me here is that you couldn't ask for a better place to work," says Jewston.

In February, each of the company's 22,500 full-time employ-

#### I really believe people in this business are the most important asset. Hardware and software are important, but people is where you win the game.

GREG SCHWARTZ, CIO, USAA

ces, including 2,135 in IT, also received a whopping 18.4% performance bonus, the second highest in the company's history. The highest bonus — 18.8% — was paid out in 2010, when USAA also took the top spot on the Best Places to Work in IT list.

Yet even more exceptional than the benefits, according to Lewis and other IT staffers, is the company's overall work environment, which emphasizes innovation, collaboration and, above all else, service.

USAA's customer base comprises 8 million U.S. military members, veterans and their families around the world. And it's not at all unusual for members of USAA's workforce to express great zeal for serving this particular customer segment.

"My No. 1 favorite thing about working at USAA is being on a team that has a single goal," says Emily Bubeta, a senior research engineer and self-described military brat, who jointed the company eight years ago, right out of college. Growing up in a military family, the first check Bubeta ever wrote was on a USAA account, and she has had car insurance with the company since she was a teenager.

"USAA has been in my DNA for a long time," she quips. Now, working at the company, "there's never a question about everybody's priorities. It's always the same. What's best for the member is the guiding principle," she says.

"We have a strong and noble mission, and we believe in it," says lackie Head, executive director of database and storage management. Every month, one of the company's military members is profiled in a short video. "It gives us a sense of the people we serve," Head says. "It's that emotional side that keeps you very much in sayne, with who your customers are."

There's also an absordance of opportunities to learn about and develope aperture with the latest technologies, through company and contain fraining and certification programs or through 15AAA Open Innovation Lab, which allowe employees to design and tent is than before moving them to full production. Additionally, new Member Service Representative Lab provides an isolated production environment where new ideas can be tested in a live but controlled environment. And us year, the company launched a social media networking environment known as CEC, where employees can share their felses about products or business process improvements, plus comment and vote on other people's suggestions.

"What we try to do is create a work environment where our people can really innovate and they can be creative and help us solve business problems," says GIO Greg Schwartz. Treally believe people in this business are the most important asset. Hardware and software are important, but people is where you win the game."



## Nurturing Valued Staffers

ITA WOOSLEY has never worked anywhere other than USAA, and she doesn't foresee that changing anytime soon. As long as opportunities keep coming her way, she has no intention of leaving.

"I love what I do, and I don't see myself going anywhere else," says the 27-year-old user interface analyst Woosley was hired right out of college, starting as mainframe programmer, From there, she moved to a tachnology vendor management role and then into her

current job.
"I've been given opportunities based on my performance," she says. Most of what she knows about user interfaces, for example, she learned on the job.

"It was sink or surin, and it was a real risk, but the important thing is, I was given an opportunity," she says. Woosley compares her broad range of experiences at USAA to those a consultant might acrose across various assignments. "The worked with abuni, in insurance, with a dot-com, and with corporate applications, mobile and IPhones," the notes.

Perhaps the best indicator of just how much Weesley likes working at USAA is that she helped her husband, ar electrical engineer, get a job at the company.

"I gave his résumé to our HR person, and he was hired within two weeks," she says.

As for the range of generous baselfits USAA efforts, her absolute favorite is access to three fitness centers, "I am a worknet jumble. I lover running, and I love beet camp," she says. "If I ever wanted to consider being employed elsewhere, finding the same benefits would be the higgest hindrance."

- JULIA EIN

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### **Pursuing** Top Talent

ICK EUBANKS, 42, was perfectly happy in his job as a systee integrator with AT&T when a recruiter from USAA first approached him in

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January 2010. Eubanks declined

Four months later, he received another call from the same recrui ing manager at USAA. "Nobody had ever been that persistent," he says. This time, Eubanks accepted

an invitation to interview. All told, he met with 16 people during eight interview sessions. What impressed him most, he recalls, is "the quality of the personnel and an attention to detail,

which I learned in the military. I saw the same attention to detall in the interviewers." Eubanks, a Navy veteran with a Cisco Certified Internets



Expert certification, signed on with USAA. "It was a great fit from a cultural standpoint," he says. indeed, the culture is his favorit thing about working at USAA.

"We strive to he the best, and that's a great thing, because I like challenges," Eubanks says. He also likes the fact that he has ready access to additional education and training, which he takes advantage of on a regular basis. "I recently went to a wireless class that was completely supported by my management. I'm also going to Cisco Live in July, which is one big training festival," he notes.

Eubanks also values USAA's mitment to work/life balance. "I enjoy working hard, but I also want time to recharge," he says. Often, he does so at a USAA event, such as its spring festival. "I'm a family man with three heys," he notes. "We'll be coming here to watch the fireworks, and after T-ball and baseball, we'll be here enjoying hot dogs."

DIE THE SETH YEAR IN A ROW. Computerworld conducted a survey to identify the 100 best places to work for IT professionals. In August 2010, Computerworld started accepting ns, Participants were asked to provide e name and contact information of the appr ate individual at their company who was farr with or had access to employment statistics and financial data, as well as bene nerams for the IT department and company

in January 2011, each contact at more than 500 nominated companies received a 75-

tion survey asking about their organization's average salary and bonus increases, percentage of IT staff promoted, IT staff turnover rates, training and development, and the percentage of women and minorities in IT staff and ment positions. In addition, informati was collected on retention programs, how each organization rewards outstanding performance. fits such as flextime, and reimbursement for college tultion and technology certifications. Information from those surveys was used in compiling the 100 company profiles on the following pages.

Upon completion of the company survey, par-

ents were emailed instructions on selecting a random sample of their U.S.-based full- and part-time IT staffs. All participating companies were required to obtain feedback from their emees. The responses to the employee survey nt directly to a third-party research compar

Topics covered in the survey included satisfaction with training and development programs, compensation, benefits and work/life balance. In on, employees were asked to rate morale ir IT departments, the importance of varirefits, and their agreement with a va

of statements, from career growth to manage ment's fair and equal treatment of employees. A total of 29,308 IT employees responded to the employee survey from the final 100 comp nies selected. The nomination survey, company survey and employee survey were all conducted via the Internet. The company and employee survey portions of the research ended in March 2011. To qualify to complete the company survey, participating companies had to employ a minimum of 50 IT employees. Companies base outside the U.S. had to employ a minimum of 300 total employees at a U.S. headquarters a a minimum of 50 fT employees in the U.S., with at least 50% of their total number of fT employ-

is scoring the responses from the company and employee surveys, company results were relighted based on employees' importance atings from the employee component. Ap-proximately half of the total scoring was base employee responses, with the remaining has used on the survey of the company's benefits and other programs.

ees based in the U.S.

This year's survey process was managed by tichele Peoples of IDG Research.



TOP-TEAM SPOTLIGHT:

# **Emily Bubela**

>> USAA's Senior Research Engineer

MILY BUBELA, who grew up in a military family that banked with and was insured by USAA, also chose USAA as her first — and so far only — employer after graduating with an MIS degree from Texas ABM University.

Bubela had an internship with USAA between her junior and senior years in college, when she worked on USAA.com, doing advanced Java development. Today, she works in applied research.

"Our job is to research and apply new technologies, to discover which new technology is a good fit for us and how we might use it," she says.

Bubels says she especially appreciates the democratic nature of innovation at USAA. Using an online network known as UC, employees can preent their ideas to the entire company, she explain. "We monitor ideas that are submitted and discover how we can apply technology to make them happen or make them better," says bubela.

She's also grateful for the opportunity to work on projects across various businesses at USAA. "One of my favorite things here is that the IT

shop is so large, you have the opportunity to de whatever you want to do," she says. "I'm a classic case. When if first started, I did programming, but it didn't take me long to discover that coding all day is not what leady. I like interacting with castomers and designing applications. That's where my passion is, I've been able to take my career there, and it has been wonderful."

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- JULIA KING

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TOP-TEAM SPOTLIGHT:

# **Jackie Head**

USAA's Executive Director, Database and Storage Management

ACKIE HEAD war 30 years old when she went back to college to earn a degree in Information systems from the University of Texas at San Antonio. After completing an interestshe with USAs her seelor year, she joined the company as a full-time employee and has been on the fast track ever since.

"There is such opportunity for growth here," says. Head, who started out as a systems programmer, moved quickly into a team lead role, and within three years was promoted to the management team in the desktop area of the IT group. From there, she has rotated through leadership roles in systems manegement, infrastructure, databases and storage.

"It has been phenomenal for me every time I move to a new assignment," says Isead, now 48. When she move dinto a mainframe role, for example, she had no background in the technology. "I couldn't have been further affeld of my comfort zone," I teled says. Yet she learned. She says she also got plenty of support from her employer.

"USAA puts a lot of focus on training leaders and succession planning, so I have had a huge opportunity to train through leadership conference," she notes. Head also appreciates the fact that she has had opportunities to give back.

"For the past six years, I've been participating in our college recruiting program," she says. "I feel honored to do that and to bring in young talent and help develop that."

- JULIA KING

TOP-TEAM SPOTLIGHT:

### **Brett Lewis**

>> USAA's Lead Technical Architect

RETT LEWIS, lead technical architect, joined USAA 23 years ago as a computer programmer. What attracted him to the company was its state-of-the-art IT. A San Antonio native, he had moved back to the city from Michigan for family reasons. But he didn't want to lose the cutting-edge skills he had acquired while working in Michigan.

"I knew about USAA just because of living in the community before. I also knew their computer systems were up to date and advanced," he recalls.

Now, more than two decades later, Lew ues to acquire the latest technology skills in his architect role. On a day-to-day basis, his work revolves around research ar ation, conducting design reviews and ling technology road maps.

"My role is to assess what is happ

in the industry with the technology we use, our software d ging; there's always a new design to be ma nge to overcome. And technology-wise, it's great. Every day nge is working on the IT architects apport mobile banking applications. "Mobile is an extrem ly important technology at USAA because our members are le and they prefer mobile," he says.

There are also ample opportunities to learn as much as you want about new technologies, Lewis adds.

"The organized training the co-offers is incredible. We have into ternal classes, and they bring in outside tants to train on hot topics," he not e example: "Five gurus came in last year to talk to us about HTMLS and help us get up to speed on a new and emerging techno

All in all, USAA offers "a lot of varied sources to stay on top of technology," Lewis says. "That's a daily occurrence for me. I'm always trying to pick up new skills."



"III partners with 50 universities to lead open source software development" "IU rolling out Lifetime Communications CRM system for all campuses" "IU informatics students dis Facebook to threat allow private data, bogus messagi



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# Securian Financial Group

It gets pay and perks right, and ices the cake with promotions and recognition.



T team members

Application manager Michael Yee says there's not any one factor that has kept him at Securian Financial Group Inc. for the past 21 years.

The second secon

General Mills Inc.
M. 1 for benefits, No. 7 for training.
IT employees at this Minneapolis-based food glant have spoken:
what's best about working here is the flex-halling in fact, in a recent internal survey, 60% of It employees said word flexibility was an important factor in either decision to julio General Milks, and 88% said off's been an important factor in inter decision to julio General Milks.

arrangements include telecommuting, flextime, port-time schedules, job-sharing setups, sabbaticals and summer hours.

Generatech Inc.
No. 3 for benefits.
No. 2 for diversity
A sense of mission and a role
in efforts to improve the lives of patients
is what IT workers saw make this South San

Francisco-based biotechnology company a great place to work. Each year, the IT organization spends two days off-campus at the "Full Spectrum IT" event, where the group meets face to face with patients who have benefited from the medications Generics the develops for people with difficultion read diversers.

Verizon Wireless
Mo. 2 to training
The IT from at this Basking Ridge,
ML., telecommunications conpany recently helped launch the VTW 46
LTE network, after more than 6,0000 hours of
IT developmens unto that affected above
of the IT systems. Top-noth thaning makes it
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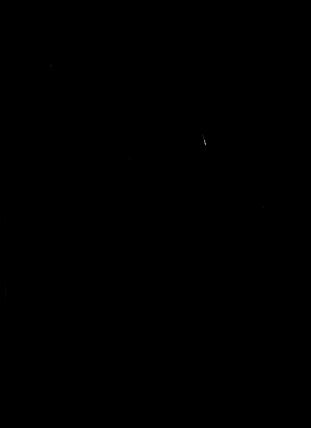
6 University of Pennsylvania
No. 2 for benefits
No. 4 for diversity
This by League university in Philadelphia
offers a siew of work/Tamily support programs: discounted services, flew schedules.

snow-day services, lunchtime lectures, career support and more. The IT team is actively encouraged to take advantage of the school's employee utilion benefits. Employees enjoy free admission to Penn's Marseam of Archaeology and Anthropology and the institute of Contemporary Art.

Chesapeake
Energy Corp.
No. 2 for retention
Tr at this oil and gas exploration
and production company in Oklahoma City
is viewed as a core need read a cold creditsafflers get their hands on first class technologies. Pi

Salesforce.com Inc.
No. 5 for training.
No. 7 for retention
IT staffers at this San Franciscobased provider of hosted customer relation-

ship management software have the freedom to set their own schedules. The team uses the agie scum methodology, where each member can determine how and when to complete his work. All employees get paid frime of it wolunteer in their communities – building housing, setting up IT infrastructures for schools or sorting boys for children's Challette, for example.



# Securian Financial Group

It gets pay and perks right, and ices the cake with promotions and recognition.



Securian Financial Group Inc. for the past 21 years.

General Mills Inc.
No. 1 for benefits. No. 7 for training
IT employees at this littlemenpolitbased food glant have spolent:
what's best about working have is the flavmility, in fact, in a recent internal survey, 61%
of IT employees said work flexibility was an
important factor in their decision to join General
Mills, and 88% said it's been an important factor

arrangements include telecommuting, flextime, part-time schedules, job-sharing setups, sabbaticals and summer hours.

Genentech Inc.
No. 3 for benefits,
No. 2 for diversity
A some of mission and a role
in efforts to improve the lives of patients
is what (T workers say make this South San

Francisco-based biotechnology company a great place to work. Each year, the IT organization spends two days off-campus at the "Full Spec trum IT" event, where the group meets face to face with patients who have benefited from the medications Genenetch develops for people with difficult to treat diseases.

Verizon Wireless
No. 2 for training
The IT team at this Basking Ridge,
N.J., telecommunications company recently helped launch the YZW 4G
LTE network, after more than 69,000 hours of

LTE network, after more than 69,000 hours of I'd development work that affected about 80% of the IT systems. Top-notch training makes it happen. Employees have access to online training, instructor-led courses and \$8,000 in annual tuition assistance.

Unitversity of Pennsylvania No. 2 for benefits. No. 2 for benefits. No. 4 for diversity in his land subject to the reason of the

Chesapeake
Energy Corp.
No. 2 for retention
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in their communities — building booking victime 
up If Infrastructures for schools or sorting toys 
for children's charlies, for example.

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Booz Allen Hamilton Inc.

No. 8 for traving, No. 4 for benefits

The 100-plus members of the IT
team at this global consulting
firm based in McLean, Va., Lake their commitment to community service seriously.

Employees devote hundreds of volunteer hours each year to causes they're passionate about. Many IT team members are deeply involved in two IT-led community partnerships: the Embry Rouser Community Shelter in Reston, Va., and the D.C. College Success Foundation.

Quicken Loans Inc.
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health and insurance company. The process lets
If manage resources effectively and ensures
that effects are expended in the right areas.

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SAS Institute Inc.
No. 4 for retention
This Cary, N.C.-based software company's international presence appeals to its em-

ployees. SAS hosts annual global workshops at its U.S. headquarters, where its U.S. IT staffers get to meet the international IT people they've worked with remotely. The company delivered more global IT projects in the past year than at any other time in ISI bistory. Sempra Energy

IT leads the way with digital technology and renewable energy projects.

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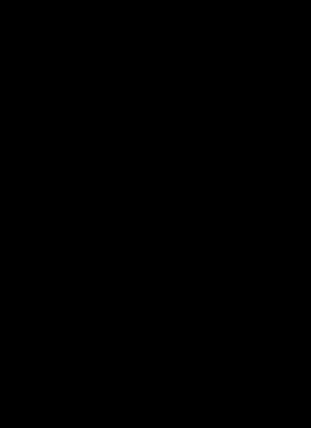


15 National Information Solutions Cooperative

No. 5 for retention, No. 6 for training
Employees at this data-processing and bill

ing service in Lake Saint Louis, No., keep It close and comfortable, enjoying a casual dress code year-round, and collaborating on projects and getting to know one another better through meetings, merenal forums, and numerous social and family events throughout the year.

Kajser Permanente no. 1 for diversity to the health maintenance reparkation in colastant, (All, luxified the comprohensive "feasibly workforce" writtens reprogram, decipated to support employee health, weekness and workfifte baistons, One of its key officings is an eight week folks all activity or garm and orose country virtual journey called thrite across demonst, with all post folks all activity or first across demonst, with all post folks and workfifte baistons, one of its key official activity one para and orose country virtual journey called thrite across demonst, with all post folks and the concurrence of the construction of the con



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SAS Institute Inc.

No. 4 for retention

# Sempra Energy

IT leads the way with digital technology and renewable energy projects.

Technology has gained a new prominence of Sempra Foregy in Earl Diego.

15 National Information Solutions Cooperative
No. 1 for career development,
No. 5 for retention, No. 6 for training

Employees at this data-processing and billing service in Labe Salet Leuis, Me., Isop it close and comfortable, enjoying a casual offess code year-round, and collaborating on projects and getting to know one another better through meetings, internal forums, and numerous social and family events throughout the year. Kaiser Permanente
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**Prudential** Financial Inc. Warners in IT: 35% Minorities in IT: 3196 At this Newark, N.J.-based life insurer, more than 70% of IT employees telecor mute, work part time or have compres workweeks. The IT organization leads the way in making those flexible work arrangements hannen by developing new BlackBerry applications and supporting iPad, iPhone and Android mobile devices so employees can access their Prodential email and calendars anywhere.

Southern Co. IT turnower 4% IT promotions: 8% mication keeps the ning at this Atlanta-hased energy firm, CIO Berky Blatock and her leadership team hold weekly conference calls and monthly meetings in person or by videoconference. Following each meeting, notes are shared with all IT employees. On the company's social networking tool. Yammer, IT's employee council created the Shout IT group, where employees are recognized by co-workers for going above and beyond

their regular duties.

**Texas Health** Resources Inc. No. 6 for retention, No. 6 for career development It's all about balance at this nonprofit healthcare system in Arlington, Texas. IT employees are able to achieve work/life balonce by creating flexible schedules, teleworking. using the employee assistance program, and taking paid time off to volunteer in their communities. To support teleworking, the IT group has embraced the guiding principles that virtual teams will be the norm and that they will conduct meetings virtually when possible.

**Health Network** No. 7 for career development. ees learn how to grow their careers at this health services group in Allentown, Pa. The IT department's internal promotions have hit double-digit percentages for many years. The philosophy is to bring in most new hires at lower-level positions and allow them to develop within the culture while current staffers are groomed for new and bigger opportunities. Of the 35 managers currently in the IT department, 27 started in nonmanagement posts and worked their way up through the ranks. \*

Lehigh Valley

# Medtronic Inc.

A connection to the company's mission gives its IT employees a sense of purpose.



NO

Medtronic may be the word's largest medical technology company, but it's a business

OhioHealth No. 9 for benefits IT employees at this regional healthcare system nbus have a chance to work with the latest mobile communications and telemedicine technologies. The IT team manages ORBMobile, an application that provides physicians with lab, imaging and other clinical results on their smartphones, and a Stroke Network that links physicians and nurses in rural hospitals with critical-care nurses and neurologists in Columbus for timely diagnosis and treatment.

Palmetto Health Women in IT: 48% Minorities in IT: 21% Money talks at this notfor-profit healthcare system in Columbi S.C., where IT staffers are rewarded for their hard work through pay increases and promo tions. Within the past year, the IT department has promoted 11 employees. The company also has several nontraditional employee recognition initiatives. For example, company leaders. acknowledge employees' outstanding performances with handwritten thank you notes.



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20 Lehigh Valley Health Network No. 7 for career development Employees Sears have to grow thair Career development at this health services group in Allendown, Pa. The If department's sideral personalizes for many years. The pillocophy is to firing a most rest where at cere's level personalizes for many years. The pillocophy is to firing a most rest where at cere's level personalizes and allow them to war growned for new and brigger opportunities.

## Medtronic Inc.

A connection to the company's mission gives its IT employees a sense of purpose.



OhioHealth
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Palmetto Health
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has promoted it employee. The company wide
has promoted it employee. The company wide
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# **PROUD**

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Chesapeake Energy Corporation is the nation's most active driller, second-largest producer of natural gas and a rapidly growing Top 15 liquids producer. We know that any success we enjoy depends entirely upon our people. Today more than ever, this includes the vital area of information technology. That's why we cultivate the finest team in the industry and empower it to excel. We are honored to have been named among the "100 Best Places to Work In IT\* by Computerworld magazine for the second year in a row. We're Fueling America's Future® by taking care of the people who make our business work. chk.com



With projects queueing up and hiring on the rise, there's never a dull moment.



A healthy sense of mission, and a democratic management style:

25 CME Group Inc.
No. 2 for career
development
At this Chicago-based
dompany, which owns the Chicago Merantile Exchange and the Chicago Board of

company, which owns the Chicago Mercantile Exchange and the Chicago Board of Trade, a cross-section of IT employees came together recently to plan and execute the company's first internal technology fair. A similar group of IT employees launched the company's first-ever technology career fair. A formal work/life balance committee has developed plans for improving work schedule flexibility.

5 Sacramento Municipal Utility District
SMUD is one of the largest locally owned electric utilities in the U.S., and its IT em-

ployees are working on state-of-the-art energy-efficiency and renewable-energy initiatives. The utility was recently awarded a Stimiton Department of Energy smart grid stimulus grant, which will help pay for its \$300 million smart grid project.

Cerner Corp.
Training (Day for IZ 10
Training (Tr employees is key to the success of this
North Kansas City, Ma.- based provider of clinical and administrative IT systems to the healthcare industry. It has a promotefrom-within phicosoph and offers separate technical and manageral career tracks. Cemer also reimburses employees for external training.

including work toward certifications.

28 Caesars
Entertainment
Corp.
No. 6 for diversity

This Las Vegas-based gaming company, the biggest in the world, knows how to talk the talk. Its worldrore communication initialities include one on one meetings between employees and their managers, team meetings, roundable discussions, and town half meetings hosted by the senior leader-ship team. In late 2010, Caesars introduced a wellness program through which employees can receive discounts on insurance premiums by Lading preventive health measures.

The Vanguard Group Inc. Women in II. 29% Minorities in III. 30% This Malvern, Pa.-based investment firm

keeps the best projects for its IT staffers. Large custom development initiatives account for about 80% of Vanaguards development budaget, and they are completed in-house, giving IT workers an opportunity to engage in hands- on development work. The IT department also offices formal job-rotation and mentoring grogalans, as wall as opersonalized development brains.

Heartland Payment Systems Inc. Women in II. 24%
IT staffers at this Princeton, N.J.-based payments processor, which handles credite,

payments processor, which handles credit debit- and prepaid-card transactions, are always learning. The company offers education opportunities on-site at the Hearitiand Service Center, with classes provided by Ivy Tech, the nation's largest community college system.



# Cedars-Sinai Medical Center

With projects queueing up and hiring on the rise, there's never a dull moment.



A healthy sense of mission, and a democratic management styl-

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Cerner Corp.
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25 CARE Group Inc.
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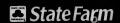
26 Sacramento Municipal Utility District No. 5 for benefits SMUD is one of the largest locally owned electric utilities in the U.S., and its IT employed.

30 COMPUTERWORLD JUNE 20, 2011



Eve always been a tech girl — always will be That's why I knew someday I'd work for a tech leader didn't expect to find it here ... one of the world's largest virtual private he two sea the alway averation, with away higher proportion here.

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# **OCLC Online Computer** Library Center Inc.

IT staffers are charged up by the chance to experiment and innovate.



Senior software engineer Lonesha Akaaba has found a professional home at the nonorofit OCLC Online Computer Library Center in Dublin, Ohio.

Principal Financial Group Inc. IT turnover: 7% IT promotions: 9% yees at this Des Moines-based cial services provider get the job that sts them most. They can request specific project work within their current teams or use the company's high-performer rotation or job-posting programs to transfer to another IT team. The company also offers a host of scheduling options, including flextime, time off for volunteer work, and working caregiver leave. A telecommuting program allows employees to work away from the office for all or part of a day

or week on a regular basis or as needed. No. 8 for retention et in the U.S., knows that career

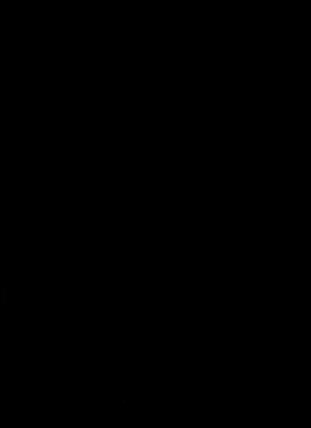
deavor. IT employees are offered a wide array of training programs, many of which are in the company's online catalog of more than 1,500 courses. These courses, delivered in a variety of formats - including in-person instructor-led classes. Web-based training and self-study modules - focus on cultural, behavioral and managerial subject matter as well as technical topics. The IT department has also launched a new career development initiative called the Emerging Leaders Program, which prepares high-potential employees for future roles.

Altria Group Inc. No. 4 for career IT workers at this d, Va.-based tobacco company

like challenges. In fact, the IT team recently received the RichTech Technology Builder Award for providing clients with IT systems that drive business or operational efficiencies. RichTech is a local IT professional organization that promotes central Virginia as a technology center. Altria's major IT initiatives include relocating the company's data center to a state-of-the-act green facility, delivering new Web-based sales systems to support the field salesforce and optimizing manufacturing systems.

Discover Financial No. 9 for retention This Riverwoods, Ill. ancial corviras firm amphacizes

work/life balance. The company has sucresolutly implemented a "hoteling" telework program. While working remotely, employees communicate with co-workers and customers through instant messaging, collaboration software and IP-enabled phones. Twenty-eight percent of IT employees currently participate in the program. At Discover's headquarters, employees enjoy an 80-acre campus with a 1.7-mile running trail and outdoor basketball and volleyball courts.



# **OCLC Online Computer** Library Center Inc.

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HCA Inc. profit hospital operator. goet in the U.S., knows that career nt isn't a one-size-fits-all on-

over. IT employees are offered a wide array of training programs, many of which are in the company's online catalog of more than 1,500 courses. These courses, delivered in a variety of formats - including in-person instructor-led classes. Web-based training and self-study modules - focus on cultural, behavioral and managerial subject matter as well as technical topics. The IT department has also launched a new career development initiative called the Emerging Leaders Program, which prepares high-potential employees for future roles.

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Discover Financial Services ncial services firm emphasizes work/life balance. The company has succossfully implemented a "hoteling" telework program. While working remotely, employees communicate with co-workers and customers through instant messaging, collaboration software and IP-enabled phones. Twenty-eight percent of IT employees currently participate in the program. At Discover's headquarters, employees enjoy an 80-acre campus with a 1.7-mile running trail and outdoor basketball and volleyball courts.



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# Grant Thornton LLP

Employees get thanks for their hard work and national exposure for their expertise.



The mantra among IT staffers at Grant Thornton is "work hard, play hard."

Dualcomm Inc. Training days for IT-5 IT staffers at this San s vendor are very much a part of a larger team. They offer input and testing services to help product developers, and they join project teams to help colleagues work out tough challenges. Two "all-hands" meetings are held each wear to keep staffers up to date

International Inc. This Bethesda, Md. ht on its exceptional employees. Each year, a select few are presented with the J. Willard Marriott Award of Excellence, which honors individuals who consistently exceed expectations lead by example and enhance the lives of rn-workers customers and neighbors.

DTE Energy Co. IT turnover: 4% IT promotions: 8% IT employees at this oit-based natural gas and electric utility have reason to feel confident out their future finances: The company offers a cash halance pension in addition to matching a percentage of employees' 401(k) contributions. The Alex Dow Award recognizes outstanding achievements related to the company's operation, and the Sarah Sheridan Award

recognizes outstanding customer service.

No. 3 for career development Diversity is important to this Corning, N.Y.-based maker of specialty glass and ceramics. Corning employees are diverse not only in terms of gender, ethnicity and race, but also in terms of age, sexual orientation, work styles, perspective, edunation and skills. Employees may join companysupported affinity groups, which help to identify organizational barriers and make positive changes to create a more inclusive culture.

Corning Inc.

Southern California Edison Women in 17: 33% Minorities in IT-6296

ployees at this Rosemead, Calif.-based utility are good at giving back. Southern California Edison encourages employees to use an online tool to record the number of hours they spend doing volunteer work, and each year, the utility matches the hours volunteered with cash donations of as much as \$600 to a nonprofit or school of the employee's choice. The utility also spoosors an annual Employee Contributions Campaign. Last year, IT staffers gave more than \$370,000 through donations and fundraisers.

Intuit Inc. IT turnover: 7% IT promotions: 11% The IT function is ed within the business units at

this Mountain View, Calif,-based maker of TurboTax and other financial software products. In fact, IT employees have dual reporting relationships with both the CIO and general managers to enhance strategic planning and to ensure business technology alignment. Each year, Intuit invests 12% of its revenue in new technologies.



# Grant Thornton LLP

Employees get thanks for their hard work and national exposure for their expertise.



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Qualcomm Inc.
Training days for IT-5
Training

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year, a select few are presented with the deyear, and the arrived and its feathered, with 
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to consistently exceed expectations, lead by example and enhance the lives of 
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recomizes outstanding customer service.

A O Corning Inc.
The 3 for career development behavior is important to this Cerving, N.Y.-based maker of specialty gless and ceramics. Corning employees are diverse not only in terms of gender, secural orientation, work siytes, perspective, secural orientation, work siytes, perspective, according and sinks. Incordingent may be in Secretly organizational barriers and make possible chainess to create a more inclusive culture.

Southern California Edison Women in 17: 37% Minorities in 17: 62% of complexes at this Rosemend, Calif.-based

If amongs at the size back, Southern Callorina Edion encourages employees to use a monite tool to record the runber of lorous they spend doing volunteer work, and early vest, the spend doing volunteer work, and early vest, the study matches the fours volunteered with cash donations of as much as \$600 to a nonprofit or school of the employee's choice. The utility also sponsors an annual melonyee Contributions Campalage, Last year, If staffers gave more than \$70,000 through Gountiess and fundraleers.

Intuit Inc.
IT turnover: 7%
IT promotions: 13%
The IT function is
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this toenstain View, Calif.-based maker of Turbio Yax and other financial software products. In fact, IT employees have dual reporting relationships with both the CO and general managers to enhance strategic planning and to ensure business-technology alignment. Each year, intuit invests 12% of its revenue in new technologies.



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Technology at ADP, It's the foundation of the products and services that have made us a \$9 billion leader in workforce solutions. As an IT specialist with us, you combine your technical skills with business acumen, to effectively consult as well as solve technical challenges. You have the opportunity to train on new technologies that continually redefine what's possible in our industry. And ultimately, you help drive the innovations that transform information into competitive advantages for our clients.

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this water and wastewater utility in Voorhees, N.J. in 2010. American water virtualized 28% of its server environment and completed six proof-of-concept exercises, including tests of click-to-call technology, SharePoint 2010, a telepresence system and cloud storage.

Scottrade Financial Services Inc.
Amorties in 19:22%

IT employees at this St. Louis-based online brokerage are in the knows. They stay up to date on the latest changes in their department and the company as a whole through Col Patterson's blog, which is hosted on the Soctrade intranet. Soutrade offers a host of henfets, including a 40(0) matring program, plus tuition and wellness program embursements and other healthure-related offerure-related offerurerelated offerure-related offerure-related offerure-

45
Black Hills Corp.
If promotions: 9%
The IT shop at this
Rapid City, S.D.-based
energy company is all about teamwork,

with an environment characterized by open discussions and a sense of camaraderie. The company offers several work/life balance perks, including flexible working arrangements. IT employees are offered merit increases and bonuses based on achievement of goals.

WellPoint Inc.
No. 7 for diversity
The IT team works to
keep things simple
at this indianapolis-based health benefits
revider, which delivers coverage to about

provider, which delivers coverage to about 34 million members, primarily under the Blue Cross and Blue Shield name. The company has recently undertaken projects that have reduced electricity consumption by 4,2%.

No. 8 for career development. The IT team's efforts are evident at this Lake Forest, III., company, which distributes maintenance, repair and service equipment. Ww. Grainger's webste has received a mamber of industry recognitions. A laked management program invests in rewarding, recognition, eventooing and retaining leve employees.

Grainger Inc.

Intermountain Healthcare

A challenging career path for all staffers is a fundamental commitment.



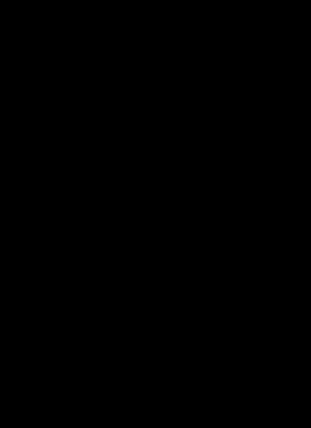
IT staff members

Anne Marie Saint Felix is just two years into her job, but she's already looking ahead to her next steps. So is her boss.

Kellogg Co.
Women in IT: 20%
Almorates in IT: 23%
The health and safety
of employees is a major frous for this food
manufacturer in Battle Creek, Mich. It's
"Feeling Great" wellness program, which is vountare, confidential and fully command-funded.

manufacturer in Battle Creek, Mich. Its Feeling Great "wellness program, which is voluntary, confidential and fully company-funded, features health rick assessments, biometric screenings and weight management initiatives. To encourage employee participation in the program, Kellogg offlers incentives such as reductions in health insurance premiums. 50 University of Miami
No. 3 for diversity
IT workers at this Coral Gables, Fla., university are engaged in

myriad global initiatives. For example, they supported researches from the university's mine school who monitored the environmental impact of the Gulf of Mexico oil spill last year. If employees also continue to offer telecommunications support to university medical school personnel who are providing healthcare to the people of earthfuluse ranaged faths.



443 American Water
Training days for IT:5
Technology advancements are origining at
this water and wastewater utility in Ven-

heas, M.L. in 2010. American Water virtualizes 28% of its server environment and completed six proof-of-concept exercises, including tests of click-to-call technology, SharePoint 2010, a teleoresence system and cloud storage.

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445 Black Hills Corp.
If promotors: 96
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Rapid City, S.D.-based
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### WellPoint Inc. No. 7 for diversity The fit team works to

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47 W.W. Grainger Inc.
No. Size career
Overlopment
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# Intermountain Healthcare

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Kellogg Co. Month in P. 20% Mo

tions in health insurance premiums.

50 University of Miami No. 3 for diversity in workers at this Coral Gables, Fla., university are engaged in

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# INNOVATION. DRIVEN BY DIVERSITY.

As one of the world's foremost technology leaders, Raytheon takes on some of the most difficult challenges imaginable. Meeting those challenges requires a diversity of talent, ideas, backgrounds, opinions and beliefs. Diversity helps our teams make better decisions, build stronger customer relationships and feel more inspired, supported and empowered. It is both a catalyst and an





Raytheon

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NO

# Quintiles Transnational Corp.

IT staffers revel in the challenging assignments here, including fast-paced projects.



IT employees at biopharmaceutical services firm Quintiles Transnational use and develop a wide array of leading-edge technologies that power the world's largest clinical research organization and are speeding new medicines and treatments to the market.

55 Commonwealth Financial Network IT turnover 8%

After three years of service, employees at this financial services company in Waltham, klass, are eligible to "nent" (free of charge) vacation homes owned by the chairman of Commonwealth, including ski condos in Maine, a property in the Dominican Republic, a home on Cape Cod and condos in Key Biskayne, Fila.

Automatic Data Processing Inc.
Training days for IE 5
The as a seat at the table at this tax-filing and payroll processing

service in Roseland, N.J. IT is represented not only on the corporate executive committee, but on every business unit executive committee as well, enabling IT staffers to work with colleagues from other departments. Employees have several work/life balance programs to choose from, including the flexibility to work from home. The Mitre Corp.
No. 3 for training
the feelble work arrangements program in
a top benefit the employers at this notherprofit science and englowering organization
in Michana, Va. Science in brangement agroundal, employers can take advantage of feedings
benefits can an accisional or ongoing basis, Mirre
offers a live of do-site conveneures, rackding
off yorkning service and frees, centre.

Eastman Chemical Co. // promotions: 9% The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible on-boarding program. The employee's edifer workingsoup is molved, and the new hir es pared with a meetor. As part of the development process, employees can work in various areas of the organization to buddher experience.

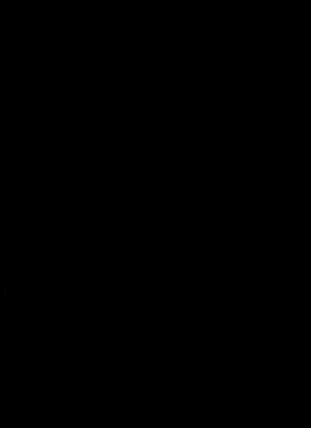
Raymond James Financial Inc.
Women in IT: 36%
Minorities in IT: 17%

Plan for the future while you work at this financial services firm in St. Petersburg, Fla. The company offers a diverse puckage that includes not only traditional 401lkh and Roth IRA plans, but also profit sharing, employee stock ownership and employee stock purchase plans.

Monsanto Co.
Training days for IT: 5
IT employees at this
biotechnology company
in St., Louis are recognized for their good

and securities discounts.

work. Programs feature informal, grass-roots recognition, as well as highly structured, departmentalled recognition. Career development opportunities are available through the fT department's Leadership Development Forum, created to help high potential iT employees hone their leadership skills and build relationships.



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51 Commonwealth Financial Network If turnover. 8%

After come years or see nech, suppose the thick financial resrvices company in Waldham, stass., are eligible to "rent" (free of charge) vacation beens owned by the chairman of Commonwealth, including ski condos in Maine, a property in the Dominican Republic, a home on Cape Cod and condos in Key Biscayne, Fla.

Automatic Data Processing Inc. Processing Inc. Training days for It.'s These a sent at the table as extracting and psyroll processing arrivals in Measler, II. It is represented not only on the copporate executive committee, to only on the copporate executive committee, and one every business unterestine committee, the copporate executive committee, the content of the committee of the copporate executive committee, the copporate processing with the committee of the copporate processing the content of the committee of the copporate processing the content of the copporate processing the content of the committee of the copporate processing the content of the copporate processing the committee of the copporate processing the content of the copporate processing the content of the copporate processing the content of the copporate processing the committee of the copporate processing the committee processing the committee processing the committee processing the committee processing the copporate proc

The Mitte Corp.
No. 3 for training
The flexible work arrangements program is
a top benefit for employees at this not-forprofit actions and engineering organization
in bitchane, Va. Subject to management approal employees can thus abundance of flexime.

telework, part-time and job-sharing arrange-

ments on an occasional or ongoing basis. Mitre

offers a siew of on-site conveniences, including dry cleaning services and filness centers.

555

Eastman Chemical Co., If promotions 9% The newest employees this chemical firm in Kingsport, Tenn., go through a formal yet flexible on-bearding

program. The employee's entire workgroup is involved, and the new hire is paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience. Raymond James Financial Inc.

Women in IT: 36%
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Monsanto Co.
Training days for IT: 5
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"Transfer Capabilities," "Alert
Services" and "Private Site Help"

Silver Award in "Account Information"

Bronze Award in "Online Applications")

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# The Sherwin-Williams Co.

The IT ranks will grow again this year, as staffers help to drive business efforts.



Think of it as an IT career with a splash of color. For Denis Hart, one of the great things

Think of it as an IT career with a splash of color. For Denis Mart, one of the great things about working for paint manufacturer Sherwin Williams has been the opportunity for travel that its rapidly expanding global business presents.

159 international paper training days for IT: 4 Since 1952, the chartable foundation at this Memphis-based per manufacturer has supported nouprof

table foundation at this Memphis-based paper manufacturer has supported nonprofit groups, with a primary focus on environmental education and literacy programs for young children. The foundation's signature program is "Coins 4 Kids," which provides meak in schools for more than 72,000 children in povertystricken areas near Nairobi, Kenya.

Raytheon Co.
Women in IT- 20%
White Waltham, Massbased defense contractor doesn't leave

based defense contractor doesn't leave diversity to chance. Its IT Diversity Team was chartered to help build an inclusive culture that recognizes uniqueness, empowers each employee, values all contributors, and leverages the company's diverse workforce to maximize its competitive advantage.

Transocean Ltd.
Iraining days for It: 5
This deep-water drilling company, with U.S.
headquarters in Houston, maintains a

four-and-s-half-day workweek. Employees' regular schedules include nine-hour workstays knoday through brussday and a half-day on Friday. The If department has both formal and informal recognition programs and practices, including a "Wall of Honor" where certificates of achievement are posted. Other rewards include bourges, trophes and gift certificates and gift certificates.

62 The George Washington University

The George Washington University is the largest private employer in the District of Columbia. The main campus covers 30 square blocks in the Foggy Bottom neighborhood of the nation's capital. The school offers an employee unition benefit under which 96% of tuition and expenses are paid for eligible workers, with no

4 Jack Henry & Associates Inc.

No. 10 for retention
Each year, employees

repayment obligation.

honor late company founder Jack Henry on his birthday by following his dress code of shorts and a Hawallan shirt. The rest of the year, it's casualwear for most workers at this Monett, Mo., provider of computer systems to banks and credit unrons. Flexible work arrangements include telecommuting and flex hours.

Northern
Trust Corp.
IT promotions: 6%
Diversity is a big issue

at this company, which has operations in more than 40 countries and employees in 40 offices throughout North America, Europe, the Middle East and the Asia Partic region. Employees at this Citriage based multibank holding company can contribute to diversity in various bissenses Resource Council, including the Advancing Portissionals Resource Council, the Asian Leadership Resource Council, and the Bissic Business Resource Council, and the Bissic Business Resource Council, and the Bissic Business Resource Council, and the



# The Sherwin-Williams Co.

The IT ranks will grow again this year, as staffers help to drive business efforts.



think of it is an if Career with a splash of color. For Denis Mart, one of the great thing about working for paint manufacturer Sherwin Williams has been the opportunity fo it is that its rapidly expanding global business presents.

International Paper Italian State St

for more than 72,000 children in povertystricken areas near Nairobi, Kenya.

Raytheon Co. Women in IT: 20% Momen in IT: 20% Momen in IT: 20% Momen in IT: 20% This Walcham, Marsi-based defense constructor desert leave deversity to chance. Its IT Diversity Team was chartered to help build an inclusive culture

that recognizes uniqueness, empowers each employee, values all contributors, and leverages the company's diverse workforce to maximize its competitive advantage.

Transocoan Ltd.
Training dusy for IT. 5
This deep-water of III.
The deep-water of III.
The

bonuses, trophies and gift certificates.

The George Washington university to the George Washington University to the George Washington University is the largest private employer in the District of Columbia. The main campus covers 30 square

achievement are posted. Other rewards include

largest private employer in the District of Columbia. The main campus covers 30 square blocks in the Foggy Bottom neighborhood of the nation's capital. The school offers an employee tuition benefit under which 90% of tuition and expenses are paid for eligible workers, with no repayment obligation.

Associates inc.
No. 10 for reterior
Back year, employees
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Monett, Mo., provider of computer systems to
banks and credit unions. Fleetible work arrangements include the formerssies and the treesets and the formers are all the sets and the

Northern Trust Corp. IT promotions: 6% Diversity is a big less this concean, which has operations in

mere than 40 countries and employees in ab efficies throughout North America, Europe. Be Middle East and the Asia-Pacific region. Employees at this Chicage-based multibank holding company constribute to diversity and inclusion through their participation in various business Resource Council, including the Advancing Professionals Resource Council, the Asian Leadership Resource Council, and the Back Business Report Council, and the



# KEEP YOUR PEOPLE AND BUSINESS MOVING.



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Health Care Service Corp. IT hirnover: 7% IT promotions: 6% igh-performing IT employees at this Chicago-based health insurer can win

STARS awards each year. In 2010, IT awarded more than \$600,000 to individuals and teams. that went above and beyond their regular job duties. The company continually creates campaigns and programs centered on health and wellness. This year, the company has a goal to lose 30 tons of personal weight, or 4 pounds per person. Employees voluntarily take part and track their weight via an online tool.

Railway Co. Warren in IT: 26% Minorities in IT: 22% es at this Texas-based railway re given opportunities to broaden and sen their skills through challenging as ents and training, tuition reimburse ment and mentoring programs. The company also offers competitive pay, merit increases, rewards and recognition programs, a benefits and retirement package, and an annual bonus based on company and individual performance. Most IT employees work at the Fort Worth corporate

headquarters, a campus with a cafeteria, a fitness center, a two-mile walking path and a large

corporate art collection. Temple University IT tumovec 6% IT promotions: 6% The IT group at this Philadelphia university has its very own internal training department, in addition to the professional and personal development training offered through the university's HR department. As part of a university environment, employees have special access to music, dance and arts performances and to sporting events. Technology investments are ongoing: The Temple 2020 plan calls for more than \$500 million in new facilities by 2020. including a state-of-the-art fibrary that incorporates the latest technology.

Partners HealthCare System Inc. Training days for IT: 7 oston-based healthcare company kes it a habit to listen to its empl Employee feedback sourced the creation of annual "career conversations" between employees **Publix Super** Markets Inc.

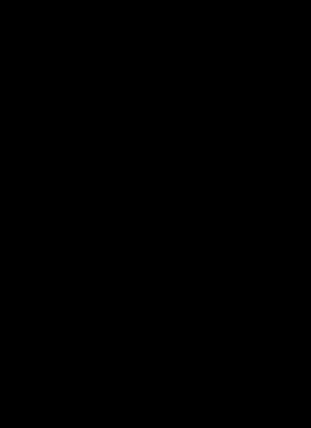
IT staffers are given project ownership, and relish the sense of pride that follows.



Todd Sturdivant had worked at Publix Super Markets for a year when the CIO greeted him by name and asked about his work.

and their managers to ensure that career goals are discussed and specific actions are taken to assist employees with their goals. Those conversations are distinct from the performance management process, when managers can request

that employees develop additional skills that are needed in their current jobs or for new roles. Employees who participate in this program can use up to 40 hours annually to pursue the actions specified in their plans,



Health Care Service Corp.
If turnover: 7%
If promotions: 6%

Chicage-based health lassiver can wis STARS search seach year. In 200, IT awarded more than 500,000 to individuals and teams that went above and beyond their regular job duies. The company continually relate campaigns and programs centered on health and wellness. This year, the company has a goal to lose 30 tors of personal weight, or 4 pounds per person. Employees voluntainly lake part and the personal repropers your propers. Despress of the personal weight, or 4 pounds

track their weight via an online tool.

66 BNSF
Railway Co.
Women in IT. 25%
Minorities in IT. 25%

If employees at this Tours-hased railway and price apport million to broad and despen table that the through challenging a suggested to the country of the c

Temple University:
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Partners HealthCare System Inc.
This Booton-based healthCare company makes it a habit to listen to its complexes. Employe feedback sourced the creation of amount of a more company consultations.

Publix Super Markets Inc.

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# UP FOR A CAREER CHALLENGE?

En Lout how far will at it so at a company driven by the power of talent. Pro terms

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Proderta is provide be amed by Computerworld as the file 100 Best Paces to Wirk in IT 2010 Quest Diagnostics Inc.
No. o for career development, No. O for directly
This Madison, N.J.-based clinical laboratory
has a spotlight on health. The company's
HealthyQuest program educases employees
about their individual risk factors and encourappropriate the program of the company's of the company of t

Northwestern Muttual This Billwauke-based life insurance company of ters employees both a fully funded defined benefits pension plan and a 401(k) defined contribution plan, with a 50% match on the first 6% that an employee contributes. An original full first 6% that are employee

site health clinic is staffed by a physician, nurse practitioners and registered nurses.

Edward Jones
If promotions: 7%
There's a lot to like at this

IT promotions: 7%
There's a lot to like at this
St. Louis-based financial
services firm, one of the targest operating
partnerships in the U.S. Any employee in good
standing with at least three years of service can
be considered for limited partnership.

Comerica Bank
At this ballsa-based bank
has the ballsa-based bank
holding company, the IT
holding company, the IT
supplyees don't sit idle.
Intended the supplyees who volunteer to host
a variety of events throughout the year for IT
staffers, with a focus on supporting the community through charitable giving.

National Rural Electric Cooperative Association In response to an employee suggestion, this Arlington, Ya-based organization, which represents consumer-owned power observatives, started offering paid time off for volunteer work to encour age employees to help enrich surrounding communities.

Affac Inc.
This Columbus, Ga. based insurance firm knows that employees can help one amother succeed, its TACH memoring program enables employees to take active roles in their development and opens doors to discussors between manages and employees.

# Hess Corp.

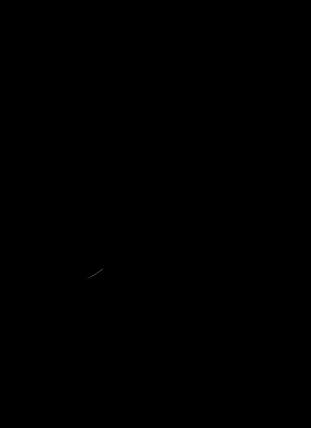
This global powerhouse holds appeal for IT staffers who crave travel and flexibility.



If jet-setting around the world to take on IT projects in Kuala Lumpur, London, Jakarta. New York and Houston sounds intriguing, then global energy company Hess would rank high on your list as one of the best places to work in IT.

Maritz Holdings Inc., I reologiese at this renderees at this restore, Max, company, which designs require for the Max, company, water programs, usual their department's flesshles approach to working arrangements and scheduling. Here are even take part in training programs remotily: The recent Marita Technology (notference took jobs mile. and rempioyees tool to gir in it the internet to participate in restore to the log in it is the internet to participate in restore to the log in its the internet to participate in restore, on the light thousands.

Paychex Inc.
Tailing days by IT-15
If employees at this
payrial accounting firm in Rochester, N.Y., give back, with proceeds
from an annual charity polere transment supporting breast cancer research, Habitat
for teamanity, and food and deleting drives, covered using the holders, givine them food, gifts
covered using the holders, givine them food, gifts
and refutachested. Yes, implayer, have also formed a partnersity with an inner city school to encourage students, with or gardes to star more gardes to start when the gardes to start when the



Quest Diagnostics Inc.
No. 9 for career development, No. 9 of developThic islantson, N. J. - based clinical laborator
has a spotlight on bealth. The company's

has a specifight on health. The company's HealthyQuest program educates employees about their individual risk factors and encourages behaviors that will lead to better health.

Northwestern Mututal This stillwesters beard life insurance company of ters employees both a fully funded defined beantity peaches plan and a 40100 defined centrifluetien plan, with a 50% match on the first 6% that an employee contributes, an on-see health clinic is staffed by a physician, nurse positioners and registered nurse.

Edward Jones
If promotions: 7%
There's is let to like at this
St. Leuis-based financial
services firms, one of the largust operating
partnerships in the U.S. Any employee in good
standing with at least three years of service can
be considered for limited partnerships
to considered for limited partnerships

Comerica Bank
At this ballas-based bank
holding company, the fit
The Information Services Activity Committee is
awariesy of events throughout the year for IT
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Marritz Holdings Inc.
IT engleyees at the water program with the design engleyee incustive and revery programs, wheth the design engleyee incustive and revery programs, when their department's flexible approach to working arrangements and scheduling. Hey can even take part in training programs remote her care that training programs remote her care that the programs remote her care that the programs could be part in training organizers could be part in the tempor line. And employees could be part in the the tempor could be part in the third programs of the program of the program of the programs of the program of the program of the programs of the programs of the program of the programs of the p

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In Provide accounting firm in Rochester, N.Y., give back, with proceed
review an aneual charity poler treamment
supporting breast cancer research, Mobitat
for traumanity, and froud and debting drives.
Every year, the IT department adopts families in
order of the International Conference on the International C

**HCA** 



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are driven to transform healthca through information tilchnolosy Learn more and apply at

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NO.

## **Cummins Inc.**

IT staffers feel a powerful connection to the company's mission and culture.



For Kyle Benning, the impact of his work at global power company Cummins extends well beyond his position as an IT functional excellence champion.

The second of th

Xerox Corp.
If turovec 3% in promotions 7%
This Storvalk, Const.
hased maker of copiers and document management systems beeps a close eye on its
takent pipeline. The company's 'Bestd Our Talent' program supports barring and professional
development through formal and informal training. An extensive - territum liferary's available to

all IT employees. A tool called myMap uses questions and resource links to help employees determine their career paths and identify the steps they have to take and the support they need,

81 Erickson Living
Training days for It. 7
The IT department at thi
Catonsville Md.-based

the center of fun activities. The group created a "Fun Committee," which organizes a variety of events throughout the year, including polluck lunches, pancake breakfasts and tailgate parties.

Rackspace US Inc.
women in II: 20%
Mmorites in II: 30%
IT employees at this San
Antonio-based managed hosting services
company may participate in IT certification
and testing programs that induced cussoom
instruction and practical applications of the

company may participate in Ite University and testing programs that include classroom instruction and practical applications of the curriculum. All employees can take part in several health and welfness programs designed to foster a healther approach to work and life. This year, Recksope introduced a program that includes on-site Weight Walchers meetings and a class for riew currents.

State Street Corp.
If turnown: 7%
If promotions: 7%
This Boston-based

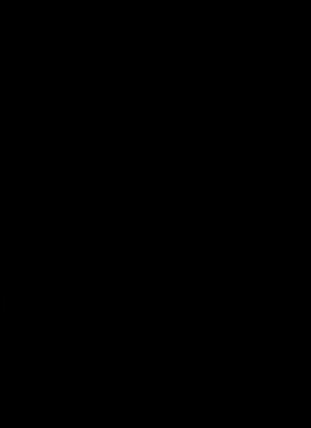
Financial services firm offers a long list of techie perks. Ils IT and Business Transformation programs provide IT employees worldwase with opportunities to enhance their skills and knowledge and be part of hot technology projects. For example, over the next three years. State Street will move its applications and servi-

Applied Materials Inc.
Training days for IT acreer development at this maker of semiconductor production equipment in Santa Clara, Calif., rurset the gamels. Employees, can work toward

runs the gamet. Employees can work toward advanced degrees or professional and technical certifications, or they can take advantage of in-house and on the-job training. All employees are required to participate in a minimum of five days of training per year.

MetroStar

Systems
Women in It 29%
Monorities in It 47%
Monorities and Monorities in Monorities and Monorities in Mono



## **Cummins Inc.**

IT staffers feel a powerful connection to the company's mission and culture .



For Kyle Benning, the impact of his work at global power company Cuminin - stend well hexand his position as an IT functional excellence champion.

Xerox Corp.
If turnove: 3%
If promotions: 7%
If promotions: 7%
This Norwalk, Conn...
This Norwalk, Conn...
This Norwalk, Conn...
This Norwalk, Conn...

based maker of copiers and document management systems keeps a close eye on its talent plpstime. The company's "Build Our Taient" program supports learning and professional development through formal and informal traiing, An extensive e-learning library is available to all IT employees. A tool called myMap uses questions and resource links to help employees determine their career paths and identify the steps they have to take and the support they need.

81 Erickson Living
Training days for IT: 7
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the center of him activities. The group created a "Fun Committee," which organizes a variety of events throughout the year, including potluck lunches, pancake breakfasts and tailgate parties.

Rackspace US Inc.
Women in IT: 20%
Minorities in IT: 35%
IT omployees at this San
Intenie-based managed hosting services

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State Street Corp.
If turnover: 7%
If promotions: 7%
This Boston-based
nancial services firm offers a long list of

techle perks. Its IT and Business Transformation programs provide IT employees worldwide with opportunities to enhance their skills and knowledge and be part of hot technology projects. For example, over the next three years, State Street will move its applications and server processing into a private doud environment.

Applied Materials Inc.
Training days for Iti. 10
ment at this maker of semiconductor production explainers in source Clara, Clara Clara, Clar

MetroStar systems in the Control of the Control of



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866 Compuware Corp.

17 promotions, 14% This Assistance and IT promotions and the properties provider in the territor offers 1% employees a raft of perks, including an extensive or of hereits after all the properties of the prop

BT H. Lee Moffitt
Cancer Center
Research
Institute Inn.
Timpa, Fia.-based Identific, one of the National Cancer institute Inn.
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Kraft Foods Inc.
If promotions: 6%
All employees at this food manufacturer in food manufacturer in media channels and collaboration tools, including audio and video pockasts. If has been involved in new initiatives such as the 'Bring your Own Computer to Work' program.

We Energies Training days for 17.4 This stiftwates-based utility, which serves enew wolfease program called the health familiances to history, which provides the health familiances and history, which promote health effects the health familiances and history, which promote health effects the health familiances and history, which promote health effects the health familiances and the health of the health familiances and health of the h

GlobalScape Inc.
Training drys for IF-5
Train

## Wheels Inc.

Certifications, training and degrees are offered on the company's dime.



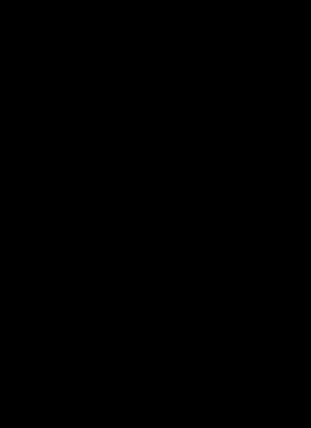
Employees at Wheels, an automobile fleet leasing company in Des Plaines, Ill., are encouraged to be proactive in seeking out training, certification programs, and even undergraduate or graduate degree programs to further their career development.

Linke

Allstate
Insurance Co.
Women In E-41%
Monotein In E-30%
Monotein I

Adventist Health System Training days for 17:5 The work that Π professionals do at this healthcare organization in Winter Bark, Fla., directly supports

in Winter Park, Fla., directly supports caregivers. For example, the computerized order-entry system allows physicians to piace orders directly into the electronic medical record system, eliminating paper, reducing errors and decreasing the amount of time it tales to help patients. In 2010, the IT team brough 14 of Adventis's hospitals onto this system.



87 H. Lee Moffitt Cancer Center & Research Institute Inc.

Yampa, Na. - seased security, one or the Natical Cancer institutive fells Comprehensive Cancer Centers, lets all of its employees develop their own working arrangements and schedules. Options include working from home. Fleetime scheduling, job sharing and more. The newly created Kinoridege Management Services department has a renewed proterior of their control of their control shifts. In helping employees develop technical shifts.

Raft Foods Inc.
// promotions: 6%
All employees at this food manufacturer in
Northfield, III., stay connected via secial

including audio and video podcasts. IT has been involved in new initiatives such as the "Bring Your Own Computer to Work" program.

We Energies Training days for 17: 4 This istifunation-based cellifly, which serves continuers in Wisconsin and Michigan, has a new unliness program called the Health Enaconsent Indicate, which promote healthy illestyle habits at work and at home. The utility has on-she fitness citilies, and employees On take advantage of discounts on memberships at more than 40 health cities.

GlobalScape Inc.
Training days for It.5
It amplicates at this Sam
Autority-based software
spaces and set their own schedies. Under
the company facility only controllers. Under
salte as do Jun It company pays 100% of the
cost of medical, dental and vision insurance covreacte for motioners and their families.

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Employees at Wheels, an automobile fleet leasing company in Des Plaines, III., are encouraged to be proactive in seeking out training, certification programs, and ever indergraduate or graduate degree programs to further their career development.

92 Alistate Insurance Co. Women in IT: 41% Minorities in IT: 31%

This territhment, III. based insurer is sariness about its green initiatives. The company recently opened a gold-level LEED-certified data center in techelite. III. and launched a paper reduction campaign that achieved a 29% reduction in just seven months. Managers are encouraged to support employees who volunteer in the community, and an internal Web portal helps connect employees with hoopperfor capinalizors in need. 93 Adventist Health System Training days for IF. 5 The work that IT professionals do at this healthcare organization

In Winter Paris, Fla., directly supports caregivers. For example, the computerized order-entry system allows physicians to place orders directly into the electronic medical record system, eliminating paper, reducing errors and decreasing the amount of time it takes to help patients. Po 200, the IT team brought 14 of 100 to 100 t

Adventist's hospitals onto this system.



## By the Numbers

OURCE: SURVEYS OF THE 100 BEST PLACES TO WORK IN IT 2011

THE TYPICAL BEST PLACE

#### HIRING FORECAST

Percentage of organizations that in 2011 expect the number of U.S.-based IT staffers to:

#### STAFFING

Average IT staff turnover rate, latest fiscal year 7.3% ge percentage of IT staff 10.1%

#### TRAINING

M&A ACTIVITY

COMMUNICATION rcentage of organizations that do the following

urvey IT staffers about job

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Cray builds computers that accelerate solutions to science and engineering's toughest challenges. Since 1976, Cray systems have brought unparalleled performance and processing capability, enabling countless scientific breakthroughs. And with solutions ranging from the deskside to the datacenter, Cray has the answer for you.

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industry leads AMD Opteron®



TOP 5 COMPENSATION BEN	IEFITS
Percentage of organizations that offer th	e following
401(k)/403(h) plan	99%
Individual employee performance bonuses	89%
Overtime pay	88%
Employee referral bonus program	77%
Profit-sharing or employee stock remorably program	. 52%
TOP 5 OVERALL BENEFI	T5
Percentage of organizations that offer th	efollowing
Health Insurance	100%
Paid vacation	100%
Propings appletones programs	100%

VACATION

# WHERE THEY ARE Breakout of organizations, by region: South Atlantic 23 Pacific 11 New England 6

ss services/consulting

WHAT THEY DO

#### Every Day Our People Are Developing Incredible Solutions, Along with Some Pretty Impressive Careers.

Maritz is a leading sales and marketing services company. Our diverse client roster includes 28 of the 50 largest companies in the world. And with over 3,000 people in 5 countries, our IT team works on a variety of exciting projects daily.

Last year, the company launched an innovation challenge, the Mirtize. The concept was to develop new mobile technology by harnessing the imagination, lonowledge and entrepreneurial spirit of Maritz. Over 100 employees participated and at the end of the contest, Maritz had 18 fully developed mobile prototypes.

So whether you want to develop mobile apps or some other type of cutting-edge software applications, Maritz is the place where people and technology come together to create incredible solutions.

## By the Numbers

### WHAT'S MOST IMPORTANT TO YOU ABOUT YOUR JOB!

Working in an enjoyable environment 94% ng access to training and prtunities that further my si

### HOW DO YOU RATE IT DEPARTMENT MORALE?



WHAT'S THE BEST BENEFIT?	
Paid vacation	75%
Health Insurance	73%
Profit-sharing/employee stock ownership program/ 401(k)/403(b) plan	53%
Telecommeting	49%
Flexible hours	45%
Donuses	44%

	-
and distance from	70%
Flexible hours	75%
Health hospille	70%
Training and development programs	73%
Controlory	79%
Donuses	60%

### HOW DO YOU RATE YOUR WORKPLACE STRESS LEVEL



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- ter's recognized as a Professional S ter's by the Council of Graduate Sch · Programs offered entirely online

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INFORMATION ASSURANCE

UMUC

## Penn National Insurance

Ambitious techies are a hot commodity here, leading companywide projects.



Technology drives business value in many companies, but at Penn National Insurar technology is the key component in growing the business. Technology

CA Technologies
No. 8 for benefits
IT workers at this
islandia, M.Y.-based
software vendor have a chance to work

software vendor have a chance to work with cutting-edge technologies, including wirtualization tools, public and private clouds, and supply chain management software. Per ks include reimbursement for education- or training, related expenses, a charitable gift program, adoption assistance and veterinary care insurance. Compensation extras include stock awards, bonus opportunities and recognition rewards.

95 Indiana University Women in IT-27% Monorities in IT-13% The traditional top-down IT planning proc

ess was turned on its head at this public university in Bloomington, ind., when facurly, staff and students recently partnered to develop the institution's five-year strategy: IT plan. At the university's annual IT Workshops for Teens, staffers help indiana's youth develop

Coca-Cola Enterprises Inc.
Iraking days for It. 6 in 2010, the IT team completed one of the biggest technology projects in this Atlanta-based bottling

math and technology skills.

company's history: They successfully cloned the company's entire IT infrastructure, systems and data in about seven months. To ensure that the undertaking was a success, traditional functional boundaries and hierarchies were removed and employees formed virtual global teams.

Avanade Inc.
No. 5 for career
development at this Seattle-based IT services provider
are top-notch, featuring a curriculum that
courses no today's fastest technologies. The
company's Tapad Readilese's boat camps are
designed to be ID involvers get up to speed fast.
Avanade pays for all technical certifications and
entour/areas employees to earn them.

Baker Hughes Inc.
Training days for IT: 5
The "Six Step" innoration program at this Houston-based oil

field service company gives employees a chance to learn about new technologies and vendors. A new group was recently formed within the IT or ganization for people who want to become IT architects but don't have previous experience in that discipline.

100 FedEx Corp.
Employees of this Memphis-based package-

delivery company are encouraged to volunteer their time for causes that are of interest to them. Chairfable activities they have participated in include Habitat for Human by home-building projects. March of Dimes walks and Multiple Sciencis Society blake ridics. The company sponsors an annual "Fedix Cares Day," when employees around the world are allowed to take time of its owhermer for United Way projects in their communities.



## Penn National Insurance

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CA Technologies
No. 6 for benefits
IT workers at this
tslandie, N.Y-hosed
software vender have a chance to work.

with cutting-edge technologies, including virtualization tools, public and private clouds, and supply chain management software. Perks include reimbursement for education- or training-related expenses, a charitable gift program, adoption assistance and veterinary care insurance. Compensation extras include stock awards, bonus opportunities and recognition rewards.

95 Indiana University Women in IT: 27% Minorities in IT: 13% The traditional top-down IT planning pro

ess was turned on its head at this public university in Bloomington, Ind., when faculty, staff and students recently partnered to develop the institution's five-year strategic IT plan. At the university's annual IT Workshops for Teens, staffers help indiana's youth develop math and technology skills.

Coca-Cola Enterprises Inc. Training days for If 6 in 2016, the TT team completed one of the bilgaest technology projects in this Atlanta-based bettling company's instirer They successfully cloned the company's enterin They successfully chored the company's enterin They successfully chored the company's enterin They successfully chored the control data as about even months. To resize that the understaining was a success, traditional functional boundaries and hierarchies were removed.

and employees formed virtual global teams.

No. 5 for career
development
the training programs
at this Seattle-based IT services provider

are top-notch, featuring a curriculum that focuses on today's hottest technologies. The company's 'Rapid Readiness' boot camps are designed to help IT workers get up to speed fast. Avanade pays for all technical certifications and encourages employees to earn them.

which program at this feeting days for 18:5
\*vation program at this feetine-based diffield service company gives employees a chance to hearn about sew technologies and vendors. A new group was recently formed within the 10 rapiatization for people who want to become If architects but don't have previous experience in that discipline.

100 FedEx COTP. Imployees of tola itemplayee of tola itemplayee of tola itemplayee of tola itemplayees of well-water tolar time for causes that are of temperat to them. Caritable extinities they have participated in include Habitat for Humanity home building projects, Mart of Olimes walks and Mutable bends Scorely this rides.

ity home-building projects, March of Dimes walks and Multiple Sclerosis Society bike rides. The company sponsors an annual "Fedts Cares Day," when empioyees around the world are allowed to take time off to volunteer for United Way projects in their communities.

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# Discussion Underway

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3

3

Continue to the last of the la

- 5 University of Pennsylvania (6)
- Booz Allen Hamilton Inc. (9)
- 9 Sempra Energy (13)
- ----
- Best Midsize Organizations
  - Salesferos.com Inc. (Overall rank: 8)
  - SAS Institute Inc. (14)
  - Cerner Corp. (27)
  - Altria Group Inc. (34)
- B DTE Energy Co. (39)
- Socurian Financial Group Inc. (Overall rank: 2)
- Mational Information Solutions Cooperative (15)
- Sacramento Municipal Utility District (26)
- Black Hills Corp. (45)
- 9 National Rural Electric Cooperative Association (74

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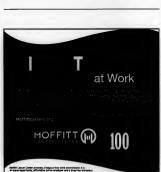


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down. So the vendor is making very careful plans on this one, which of course takes a bit longer than normal. I get a call from

my boss. Where is the schedule?" he asks. The vendor is working on it, I reply. Boss replies. 'No good, Management wants to see the schedule. Call the vendor and get it.' Let's see - when the vendor takes the time to create a good plan, things go well. Anyone want to predict how this risky decloyment will turn out?"

#### Wanna Bet?

IT support tech arrives at the office only to discover that his company's buildings are without power. "In fact, power was out in the whole industrial corridor," says a pilot fish on the scene. "The tech decided to unplug all the servers and turn off all the PC UPSs so that when power returned, things wouldn't blow up. Then he remarked to his co-worker. 'I wonder how many calls the customer service folks will make because they can't turn on their PCs.' His co-worker replied, 'Come on,

it's the 21st century! I'm sure they know how to turn on a UPS." A small wager was made. About an hour later, power was restored, the servers were plugged back in - and the tech's phone started ringing off the hook. The customer service folks, one after another, told the tech that their PCs were dead. He explained that they needed to turn their UPSs back on and, one after another, the customer service folks asked, 'is that the little round button on my PC?" He spent the next half-hour showing each customer service rep where to turn on the UPS."

#### Faster, Not Better

This pilot fish supervises the work of a contracting company that's deploying software, and he's very happy with the work. "They are very good at it," he says. "They make careful plans for each program to minimize the impact to my network. Up comes a program that is, shall we say, high risk. There's a good chance that if they do this one wrong, they can

#### **Outta Here**

It's the early 1990s, and this pilot fish works for a medical software company whose product backs up data onto floppy disks. One day he gets a call from a doctor's office manager. Manager: "I tried to back up my data. but on the third disk, it said 'Write error." Fish: You probably had a bad disk, Just insert another and continue on. Manager: "I can't. After the error occurred, I restored the data and now I can't run the program." Fish-You restored from the bad backup? Well, you've got some problems now. You'll have to . . . Manager, interrupting. "Not me, honey, I'm outta here." Reports fish, "About an hour later, the doctor called and told me the program wasn't working - and he couldn't find his office manager.\*

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# **PAUL GLEN**

## **Projects and Avoidance**

One thing project team leaders have in common: They aren't terribly concerned about their relationships with one another. OMETIMES IT FEELS as if our basic assumption about project leadership teams is that they can't work well together — as if collaboration is out of the question and we're ready to settle for a cold peace based on limited communication and mutual suspicion.

But I refuse to accept that. I think we should be able to examine the dynamics of project teams to unravel the causes of these tense relationships and build productive and even enjoyable connections.

The prototypical project loadership team consists of a profest manager, a technical lead and a business sponsor. Their relationships form the core of the project culture, which apreads out to the rest of the team. If the core group works well together, displays patience and respect for one another, adopts common goals, and trusts one another, the rest of the team tends to interest execution of the control of

The three people who fill these roles tend to be very different from one another. They represent the interests of dissimilar parts of the organization and have different education and professional experiences, which give rise to distinctive assumptions abon how businesses abould work and even different ways of taking. And they tend to have rather divergent behavior all spies— styles that reflect the very different departmental cultures they reconsely.

But they do have at least one thing in common — though it seems to undermine their collection collaboration. That one thing is what I call "the avoidance collusion," which stems from the fact that none of them is terribly concerned about his relationships with the other two.

Business sponsors are usually midlevel or senior managers from a functional department who take on project assignments in addition to their daily work. And the project is truly an add-on in their minds; their primary concerns remain their everyday responsibilities. They want their departments to gain the benefits of new technology with minimal disruption. They would like the technology to just magically appear, without much effort on their part. "Just give me the stuff" might be their mantra.

Project managers come from more diverse backgrounds, with ome from the technical anals and others from another business function. Most are driven types who are focused on setting and meeting goals. In an ideal world, they would be able to focus on one substantial project, but in reality, many spit their time among relations numbers of coughing projects. It they can focus on a small of copying projects, it they can focus on a small planning, tracking, procedure rich management and personal planning, tracking, procedure rich management, they tend to just focus on tracking and reporting. Their manatria is "Jung set foom — plans."

As for tech leads, they tend to be the best techies around. They focus on building the best products that they can, given the constraints under which they operate. Their mantra is "Just leave me alone. I'm creating,"

Their commonality is that they don't see their relationships with the others as a means to their own personal ends. They agree that they don't really want to engage with the others.

But this is the illusion. For each of these three roles, the contribution of the others is essential to collective success. To improve project outcomes, we have to embrace the interdependence within these leadership teams.

Paul Glen is CEO of Leading Geeks, an education and consulting firm devoted to unlocking the value of technical people. You can contact him at info@

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